

**Ashok
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**Professeur ,
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Formation

PhD in Business Administration, Indian Institute of Management, Ahmedabad.

Master of Technology (M. Tech), Indian Institute of Technology, Kharagpur.

Master of Science (MSc), Indian Institute of Technology (IIT), Kharagpur.

Bachelor of Science (B. Sc), Presidency College, University of Calcutta.

For full details please refer to: <http://www.ashoksom.com>

Biographie

Ashok Som is Associate Dean of Global MBA and Associate Professor in the Management Area. He is the founder of the *India Research Center* at ESSEC and the co-ordinator of the module *Managing International Business*. He received his Ph.D from the Indian Institute of Management (IIM), Ahmedabad, M.Sc. and M. Tech from the Indian Institute of Technology, Kharagpur, and bachelors degree from Presidency College, Calcutta, India. Ashok's three main research areas are in organization redesign, innovative HRM and innovation in Asia. His research has been published in *Human Resource Management*, *International Journal of Human Resource Management*, *Asia Pacific Journal of Management*, *European Business Forum*, *Thunderbird International Business Review* to name a few. He has authored more than 30 case studies have been widely Which Referred, published and respective bestsellers in their fields. He is the Winner of the EMFD Case Writing Competition 2008. He has been featured in Who's Who of the World (2008, 2009). He was nominated as one of the 2000 Outstanding Intellectuals of the 21st Century in 2008-2009. He shall receive the Pride of HR Profession Award awarded by the World HRD Congress in February 2010. He is a Visiting Professor at GSB, Keio University (Tokyo), IIM Ahmedabad (India), Tamkang University (Taiwan) and AUT University (New Zealand). He is the author of the book *-Organization Redesign and Innovative HRM* Oxford University Press (November 2008) and *International Management: Managing the Global Corporation* McGrawHill.

Thèmes de recherche

Creation and evolution of organizational capabilities and performances during periods of organizational re-design. I am interested in the interplay between strategy process and the shaping of human resource practices in turbulent environments, with a particular focus on cross-cultural and post-merger integration. My other interest includes innovation, its transfer and adoption; governance process and its implementation through HR interventions. My most recent project is on strategies in creative industries focusing on luxury, movie and art industry. I have worked on these issues in different environments with a particular expertise on emerging Asia.

Details at: <http://www.ashoksom.com>

Projets en cours

Project 5:Innovation and Adoption of Strategic Human Resource Management Practices in Indian companies
Project 6:Emerging HRM Strategies in response to Organizational Redesign: A Survey of French Organizations

Publications

📖 Publications académiques

Ouvrages

International Management: Managing the Global Corporation. London (UK) : McGrawHill, 2009

Organizational Re-design and Innovative Human Resource Management . Oxford (UK / India) : Oxford University Press, 2008

Articles

"Logic of Luxury in Emerging Markets" (A. Som), *Vikalpa The Journal for Decision Makers*, janv. 2011, Vol. 36, Numéro 1, p. 75-77

"Emerging Human Resource Practices at Aditya Birla Group " (A. Som), *Human Resource Management (Wiley)*, Numéro 3

"Sucess Stories - Learning from successful companies" (A. Som, J. Bhatnagar), *Gray Matters Quarterly*, sept. 2010, Vol. 3, Numéro 1, p. 28-29

"Innovation and R&D in the global environment: the case of Group Thalès" (A. Som), *International Journal of Business Innovation and Research*, avr. 2009, Vol. 3, Numéro (3)

"Conducting Business in Vietnam : A brief for International Managers" (A. Som, L. Bibard, A. Mai), *Global Business and Organizational Excellence*, mars 2009, Vol. 28, Numéro 3, p. 55-78

"Innovative human resource management and corporate performance in the context of economic liberalization in India" (A. Som), *The International Journal of Human Resource Management*, Numéro 7

"Thales: in defence of independence" (A. Som), *European Business Forum*, avr. 2008, Numéro 32, p. 46-49

"Internationalization of R&D in China and India: Conventional wisdom versus reality" (K. Asakawa, A. Som), *Asia Pacific Journal of Management*, janv. 2008, Vol. -, Numéro -, p. ---

"Gérer Notre Croissance Mutuelle" (A. Som), *INDE-FRANCE Etapes géant*, déc. 2007, Vol. -, Numéro -, p. 10-16

"Managing Mutually beneficial Growth" (A. Som), *INDIA-FRANCE Giant Strides*, nov. 2007, Vol. -, Numéro -, p. 10-16

"What drives adoption of innovative SHRM practices in Indian organizations? " (A. Som), *International Journal of Human Resource Management*, mai 2007, Vol. 18, Numéro 5, p. 808-828

"Restructuring Canal Plus for a Digital Future" (A. Som), *European Business*

Forum, déc. 2006, Vol. Issue 27, Numéro Winter 2006, p. 59-61

"L'Inde championne des pratiques RH" (A. Som), *Business Digest*, oct. 2006, Vol. 167, p. 24-26

"Partner or Protectionist? India's View of Europe" (A. Som), *European Business Forum*, oct. 2006, Vol. 26, Numéro Autumn, p. 7-21

"Ringing the Changes" (A. Som), *European Business Forum*, juil. 2006, Numéro 25, p. 59-61

"Bracing for MNC Competition through Innovative HRM Practices: The Way Ahead for Indian Firms" (A. Som), *Thunderbird International Business Review*, mars 2006, Vol. 48, Numéro 2

"Personal Touch That Built an Empire of Style and Luxury" (A. Som), *European Business Forum*, janv. 2005, Numéro 20, p. 69-71

"Strategic Organizational Response of an Indo-Japanese Joint Venture to India's Economic Liberalization (Lead Article)" (A. Som), *Keio Business Forum*, janv. 2005, Vol. 22, Numéro 1, p. 1-14

"Vers quelles innovations RH dans les entreprises françaises ? Une étude exploratoire" (A. Som, J. Cerdin), *Gestion 2000*, janv. 2005, Numéro 2

"Mahut Group: A Failed Case of Organizational Restructuring" (A. Som), *Asian Case Research Journal*, janv. 2005, Vol. 9, Numéro 1

"Saint-Gobain: The Expansion Options" (A. Som), *International Journal of Case Method Research and Application*, janv. 2005

"Building Sustainable Organisations through Restructuring: The Role of Organisational Character in France and India" (A. Som), *International Journal of Human Resources Development and Management*, janv. 2003, Vol. 3, Numéro 1, p. 2-16

"Redesigning the Human Resources Function at Lafarge" (A. Som), *Human Resource Management*, janv. 2003, Vol. 42, Numéro 3, p. 271-288

Chapitres

Corona Beer: Challenges of International Expansion. In: *Crafting and Executing Strategy*. New York (USA) : McGraw-Hill, 2011, p. 689 (C228)-699 (C238)

Lessons from Indian success stories. In: *Doing Business in India* (avec J. Bhatnagar). New York (USA) : Routledge, 2011, p. 224-237

Air France-KLM : Changing the rules of the game. In: *Strategy - Process, content, context - An International Perspective*. Hampshire (United Kingdom) : Cengage Learning EMEA, 2010, p. 823-836

Aditya Birla Group : The Indian multinational. In: *Strategy - Process, content, context - An International Perspective*. Hampshire (United Kingdom) : Cengage Learning EMEA, 2010, p. 796-822

Corona Beer : From a Local Mexican Player to a Global Brand. In: *Crafting and Executing Strategy: The Quest for Competitive Advantage*. (USA) : McGraw Hill, USA, McGraw Hill, USA. 2009, p. 248-258

Managing Overseas R&D in Northeast Asia: Conventional Wisdom and Emerging Trends. In: *R&D Interplay in Northeast Asia* (avec K. Asakawa).

Seoul (Republic of Korea) : Samsung Economic Research Institute, 2007, p. 45-71

Organization Redesign at Bharat Petroleum Corporation Limited: The Challenge of Privatization. In: *Strategic Human Resource Management.* New Delhi (India) : Oxford University Press, 2007

Case 3-11: Vodafone; E Pluribus Enum. In: *Strategic Management and Competitive Advantage.* New Jersey (USA) : Pearson Prentice Hall, 2006, p. 3-122-3-137

Enabling Execution Excellence through Innovative HR Practices: The Emergence of Indian Firms in the Global Landscape. In: *Enabling Execution Excellence - A Global Agenda.* Mumbai (Inde) : Himalaya Publishing House, AKHILESH K.B., GURTOO A., MAHAPATRA G.. 2006

Carrefour in South America. In: *Marketing Management: International Perspectives.* Chennai (India) : Vijay Nicole Imprints Private Limited, RAJU M.S., XARDEL D.. 2006

CAS. LVMH. Managing the Multi-brand Conglomerate. In: *Strategic Management and Competitive Advantage. Concepts and Cases.* Upper Saddle River, New Jersey (Etats-Unis) : Pearson Prentice Hall, BARNEY J.B., HESTERLY W.S.. 2006

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CAS. LVMH: Managing the Multi-brand Conglomerate. In: *Strategy. Analysis and Practice. Text and Cases.* Maidenhead (Grande Bretagne) : McGraw Hill Education, McGee J., Thomas H., Willson D.. 2005

CAS. Lafarge: Evolution of a French Cement Company to a Global Leader. In: *Global Corporate Evolution: Looking Inward or Looking Outward?.* Pittsburg (Etats-Unis) : Carnegie Bosch Institute, TRICK M.A.. 2004

📄 Working Papers

"Strategic Organizational Response of an Indo-japanese Joint Venture to India's Economic Liberalization" (A. Som). Essec Research Center, DR-3023 sept. 03.

"Vers quelles innovations RH dans les entreprises françaises" (A. Som, J. Cerdin). Essec Research Center, DR-3024 août 03.

"Strategic Human Resource Management Practices: An Exploratory Survey of French Organisations" (A. Som, J. Cerdin). Essec Research Center, DR-3025 août 03.

"What Drives the Adoption of SHRM in Indian Companies?" (A. Som, H. Bouchikhi). Essec Research Center, DR-3009 avr. 03.

"Bracing Competition through Innovative HRM in Indian Firms: Lessons for MNEs" (A. Som). Essec Research Center, DR-3010 avr. 03.

"Role of Organizational Character During Restructuring: A Cross-cultural Study" (A. Som). Essec Research Center, DR-2016 sept. 02.

📄 Autres publications

Communications publiées

"Innovative Strategy of Airbus and Boeing : The case of China", In : *Generating Innovative Solutions to recurring problems in the Global Business Environment*, GBATA. Kruger National Park Vicinity (South Africa) : GBATA, 2010, p. 851-858.

"Re-Designing of Deutsche Telekom AG", In : *Generating innovative solutions to recurring problems in the Global Business Environment*, GBATA. Kruger National Park Vicinity (South Africa) : GBATA, 2010, p. 859-865.

"Organizational response through innovative HRM and re-design: A comparative study from France and India", In : *Emergence of New Economic Powers: Management of Human Resources in the Challenging Global Context* , Birmingham (United Kingdom) : Aston Centre for Human Resources (ACHR), 2010.

"A Study of Innovative Human Resource Management practices in India", In : *Emergence of New Economic Powers: Management of Human Resources in the Challenging Global Context* , IHRM Conference. Birmingham (United Kingdom) : Aston Centre for Human Resources , 2010.

"Organizational Re-design and Performance Evidence from India", In : *AOM Meeting Proceedings*, AOM Meeting, Anaheim, California. Anaheim, California (USA) : AOM , 2008.

"Carrefour Korea: A Failed Case of Corporate Strategy in New Asia", In : *Management in China, Japan and South Korea between Competition and Co-operation*, Corporate Strategies in New Asia. Brême (Allemagne) : Hochschule Bremen, 2008, p. 1-20.

"Innovation and R&D in the Global Environment: The Case of Group Thales", In : *Innovation and Development for Economic Growth in the Global Environment*, GBID 2008. Rio de Janeiro (Brazil) : COPPE-UFRJ, 2008, p. 67-75.

"Professionalized SHRM and Corporate Performance in India", In : *20th Annual Conference ANZAM 2006*, ANZAM 2006. Queensland, Australia (Australia) : ANZAM , 2007.

"Re-designing for Performance: Findings from 4 Case Studies", In : *AAOM, 5th Asia Academy of Management*, Tokyo. Tokyo (Japan) : Asia Academy of Management, 2006.

"Managing R&D in Asia: Opportunities and Dilemmas for Foreign Firms", avec K. Asakawa. In : *AOM , 66th Annual Meeting of the Academy of Management AOM Meeting* . Atlanta (USA) : AOM Board, 2006.

"Managing R&D Innovation in India and China", avec K. Asakawa. In : *ICMIT 2006. 2006 IEEE International Conference on Management of Innovation and Technology*, Singapour (Singapour) : IEEE, 2006.

"SHRM and Performance during Economic Liberalisation of India", In : *XIV ABAS Proceedings*, XIV Academy of Business & Administrative Sciences (ABAS) International Conference. Limassol (Cyprus) : ABAS , 2006.

"Managing Overseas R&D in North East Asia: Conventional Wisdom and Emerging Trends", avec K. Asakawa. In : *R&D Interplay in Northeast Asia: Global Corporate Strategy and Host Countries' National Innovation System*, Seoul (South Korea) : Samsung Economic Research Institute, 2006.

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Innovation and the Growth of the International Firm, Stuttgart (Germany) : Carnegie Bosch Institute for Applied Studies in International Management, 2005.

"How Dominant Logic Develops, Changes and Designs Organizations", In : *Proceedings of the 65th Annula Meeting of the Academy of Management*, Honolulu, Hawaiï (Etats-Unis) : Academy of Management, 2005.

"LVMH: Managing the Paradox of Star Brands", In : *The 2005 International Conference in Management Sciences and Decision Making*, Taipei (Taiwan) : Tamkang University, 2005.

"A Failed Case of HR Response During Organizational Restructuring", In : *Proceedings of the International Human Resource Management Conference: International Human Resource Management: Making a Difference in a World of Differences*, Cairns (Australia) : International Human Resource Management, 2005.

"Vodafone: Strategic Convergence through Technology", In : *Proceedings of the GBATA Conference: Global Markets in Dynamic Environments: Making Positive Connections through Strategy, Technology and Knowledge*, Lisbonne (Portugal) : GBATA, 2005.

"Innovative HRM Response by Corporates During India's Liberalization and Globalization", In : *2004 AAOM 4th International Conference Proceedings, Shangai*, Shangai (Chine) : AAOM, 2004.

"Carrefour : Conquer of Latin America", In : *Proceedings of the North American Case Research Association*, Sedona, Arizona (USA) : North American Case Research Association, 2004.

"Restructuring the Human Resources Function. A Cemet Industry Case Study", In : *Proceedings if the Academy of Management Meeting 2004, New Orleans*, New Orleans (USA) : Academy of Management, 2004.

"Organizational Redesign in France and India: Role of HRM in Action", In : *Proceedings of 2003 Annual Meeting of the Academy of Management Democracy in a Knowledge Economy*, USA : Seattle, 2004.

"Organisational Redesign at BPCL: The Challenge of Privatization", In : *2004 ABAS 12th International Conference Proceedings-Tallinn*, Tallin (Estonia) 2004.

"Strategic Organizational Response of an Indo-Japanese Joint Venture to India's Economic Liberalization", In : *Proceedings of the AIB 46th Annual Meeting*, Stockholm (Suède) : Academy of International Business (AIB), 2004.

"Evolution of Alstom: Role of the French State", In : *Navigating Crisis and Opportunities in Global Markets*, Cape Town (Afrique du Sud) : Nedjet delener & Chiang-nan Chao, 2004.

"Building Competitive Advantage Through Innovative HRM Practices: The Case of India", In : *Proceedings of 2004 International Conference in Management Sciences and Decision Making*, Taipei (Taiwan) : College of Management, Tamkang University, China, 2004.

"Renault: The Challenge of Restructuring", In : *2004 Midwest Academy of Management Meeting*, Minneapolis (USA) : Creighton, 2004.

"Challenges of Globalization at Lafarge", In : *2004 Midwest Academy of Management Meeting*, Minneapolis (USA) : Creighton, 2004.

"Mahut Group: Woes of Organizational Restructuring", In : *Navigating Crisis and Opportunities in Global Markets*, Cape Town (Afrique du Sud) : Nedjet Delener & Chiang-nan Chao, 2004.

"Adoption of Innovative HRD in Indian Companies", avec H. Bouchikhi. In : *Human Resource Development in Asia: National Policy Perspectives*, Bangkok (Thaïlande) : AHRD/NIDA, 2003.

"Strategy Evolution at Lafarge", In : *Surfing the Waves: Management Challenges, Management Solutions*, Fremantle (Australie) 2003.

"Bracing Competition through Innovative HRM in Indian Firms: Lessons for MNEs", In : *Proceedings of the 20th Annual EAMSA Conference: Local Responsiveness Versus Global Integration*, Stockholm (Suède) : Stockholm University, 2003.

"Strategic Human Resource Management Practices: An Exploratory Survey of French Organizations", avec J. Cerdin. In : *Proceedings of the 7th Conference on International Human Resource Management: Exploring the Mosaic Developing the Discipline*, Limerick (Irlande) : Interresource Group Publishing, 2003.

"Role of the HRM During Organizational Change: A Comparative Study of Organizations in India and France", In : *Proceedings of the 19th EGOS Colloquium*, Copenhagen (Danemark) : Copenhagen Business School, 2003.

"Vers quelles innovations RH dans les entreprises françaises ?", avec J. Cerdin. In : *Actes de l'Association Francophone de Gestion des Ressources Humaines*, Nantes (France) : AGRH-ANDCP, 2003.

"Professionalised HRD and Sustainable Performance in the Context of Economic Liberalization in India", In : *Human Resource Development in India: Trends and Challenges*, New Delhi (India) : Oxford and IBH Publishing Co., 2002.

"The Role of Human Resource Management in Organizational Redesign: Lessons from 4 Organizations in France and India", In : *AFZAM/INSAM VIth International Congress*, Gold Coast (Australie) : AFZAM/INSAM, 2002.

"France vs. India: Encounters in the Realm of Restructuring", In : *Proceedings of the European Academy of Management Conference*, Stockholm (Suède) : EURAM, 2002.

"Innovating Human Resource Strategies for Redesigning Organisations: Implications for Corporate Performance in the Context of India's Economic Liberalisation", In : *Proceedings of the Third Asia Academy of Management in the 1st Century Conference*, Bangkok (Thaïlande) 2002.

Articles de presse

"Souplesse, écoute et gouvernance au coeur de l'excellence RH". *Business Digest*, 01 avr. 2008, p. 19-20

"Flexibility, Receptiveness and Governance". *Business digest*, 01 avr. 2008, p. 5-6

"Volkswagen in China - Running the Olympic Marathon". *European Business Forum EBF*, 01 sept. 2007, p. 46-49

"On the Prowl: Bidding for Indian Skies". *Times of India*, 13 févr. 2007, p. 27-27

"Double Standards". *Business Standard*, 23 févr. 2006

Enseignement

▸ Enseignement à l'ESSEC

Details at: <http://www.ashoksom.com>

Autres activités

▸ Prix et distinctions

Details at: <http://www.ashoksom.com>

▸ Activités scientifiques

Membre d'un comité de lecture

Journal of Management Research in emerging economies, FMS

Journal of Asia Entrepreneurship and Sustainability,
<http://www.asiaentrepreneurshipjournal.com/>

Journal of Asia Entrepreneurship and Sustainability,
<http://www.asiaentrepreneurshipjournal.com/>

Communications présentées à des conférences

"Managing R&D in Asia: Opportunities and Dilemmas for Foreign Firms",
(avec K. Asakawa). *Innovation and the Growth of the International Firm*,
Stuttgart, Allemagne, 10 sept. 2005